

FAMILY-FRIENDLY BENEFITS –A LENDING HAND TOWARDS ORGANIZATIONAL COMMITMENT

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ABSTRACT

A benefit given by organizations attracts and retains employees from earlier days. Policies are framed by organizations to provide benefits to every employee through welfare activities and expect employee satisfaction, loyalty and commitment. But today employees are more attracted to the one which benefits their family life. Be it a monetary benefit like salary hike or non-monetary benefit like career break leaves, parental leave, flexible working it should be benefited for the family. This has taken a new insight in the name of “family-friendly benefits” or family policies. Employers today are aware of this and initiate more policies to attract a talent. Family friendly policies can be defined as those programs which are designed and implemented by the employer to help their employees to attain a balanced work-life. This empirical study reveals the relationship between these benefits and the employees and how it urges them towards organizational commitment. These measures may differ from sector to sector and this study focuses on broadcast media. It also provides a comparison on impact of family friendly policies in television & radio. Also a comparison has been made to know the commitment level between Men & Women. This study also entails the relationship of one's career and the utilization of these benefits. Thus, this study elaborates a detailed view on the family-friendly benefits available today and the measures to improve these benefits in the broadcast media.

KEYWORDS: Family Friendly Benefits, Organizational Commitment, Employee Commitment, Work-Life Balance, Broadcast Media

INTRODUCTION

Organizations today, entail creative strategies to sustain in the competitive environment. This can be done through adapting, aligning and leveraging a firm's asset. Since decades people prove to be the organizations imperative asset. Therefore organizations have to show keen interest in arranging a platform for their employees to sustain with them in turn to sustain in the environment. This platform is laid with the red carpet of “family friendly benefits”.

As defined by *Grandey & Cordeiro*, Family friendly policies “Are programs sponsored by the organization, designed to help employees balance work and family roles. Including but not limited to health or stress management programs”. These benefits are those policies framed and implemented by the organization for the welfare of their employees. In the past it was framed as acts & rules and was termed as employee welfare measures and now it has taken a new form today spreading its hands variedly towards flexi-time; work from home; employee referrals; job sharing; job shifts; leaves; transport; and the like.

Employees of broadcast media are often found to be 24x7 busy in scheduling programs, re-thinking on creative programming, production of jingles, etc.

There prevails a stressful life in completing deadlines, creating new programs, etc. This can be managed with the help of family friendly benefits. The industry do offer certain policies to create a friendly environment as its dumped with creativity and employees are expected to work in a more relaxed workforce. *Bateman and Strasser* defines organizational commitment as “multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership. This loyalty is brought in the minds of the employees through their intensive satisfaction of work. Loyalty towards the organization plays a significant role in improving high performance standards thus serving the employer to create a place in the complex market.

LITERATURE REVIEW

As layoffs, and long hours increase day by day in the competitive global environment how do employers retain their best employees and stir the committed effort required? Responses have been to adopt policies and programs intended to help employees balance work and family responsibilities. Work- family specialists, government officials, and human resource managers have developed a “business case” for work-family policies, arguing that these programs are mutually beneficial for workers and employers because they help employers to recruit, retain, and motivate a committed and productive workforce (*Kelly 1999*).

The usage of work life balance practices are considered to be always a threat in the minds of employees. (*Hochschild’s 1997*) claims that workers are unlikely to take advantage of work-family policies even when offered. (*Hays 1998*) counters that employees do not lack interest in work-family policies but rather feel constrained from using them. Along these lines, several studies have found that many workers wish they could work fewer hours and are very interested in work-family policies but fear that using them could hurt their careers (*Blair-Loy and Wharton 2002; Clarkberg and Moen 2001; Jacobs and Gerson 2004*). Employees have a false perception that usage of family benefits might create a wrong impression in the minds of the employer and it in turn affects their appraisal. (*Allen & Russell, 1999; Fletcher & Bailyn, 1996*) proves that individuals who take advantage of these options, and thus visibly demonstrate interest in family and personal life, may face negative judgments regarding their lack of commitment to the organization.

Family-friendly benefits are assumed to stimulate commitment by signaling that employers are invested in their employees. Previous research have shown that employees are not able to handle work and family roles successfully because of perceptions of insufficient time and energy which could affect their organizational commitment (*Haar & Spell, 2004; Rothbard, Phillips, & Dumas, 2005; Wang & Walumbwa, 2007*). Researchers have shown that employees’ organizational commitment is derived from their perception of the extent to which the employer is committed to and supportive of them (*Rhoades & Eisenberger, 2002; Zhang & Liu, 2011; DeConinck, 2011*), in assisting them to balance the demands of work and family life.

(*Friedman & Johnson, 1997*) examined that there is a direct relationship between the availability of family-friendly benefits with outcomes of interest such as organizational commitment or job satisfaction. (*Grover and Crooker 1995*) implied that the availability of family-friendly benefits may signify to employees that the

organization cares about employees, which in turn fosters greater affective attachment to the organization. (Thomas & Ganster, 1995) implies that family-supportive benefits have been suggested as a means to reduce employee work-family conflict and enhance employee job attitudes and behaviors. Family friendly benefits and organizational commitment have to go hand in hand for the betterment of both employees and the employer. (Mathieu & Zajac, 1990) organizational commitment is considered to be a bond or a linkage of the individual to the organization. This bondage can be brought through family policies as (Voydanoff, 2004) says that it is important to find ways to “enhance workers’ perceived control over managing the work-family boundary and legitimize the use of work-family policies”.

OBJECTIVES

- To examine the family friendly benefits available today for the welfare of the employees.
- To analyze the relationship between family friendly benefits and organizational commitment.
- To compare the family friendly policies between Television & FM.
- To compare the organizational commitment between Men & Woman.
- To suggest measures for the organization to improve family friendly procedure.

METHODOLOGY

This study is an empirical research with a sample of 100 adults in Chennai, Tamil Nadu. The samples are constituted from broadcast media. Purposive quota sampling technique was used. The data was collected through a structured questionnaire from the respondents. Likert’s 5 point scale was used to get the opinion of the respondents. The data obtained were subjected to simple percentage analysis and statistical analysis like chi-square and t-test.

SAMPLE COMPOSITION

Table 1

Gender	Percentage	Education	Percentage
Male	68	High School	1.3
Female	32	Diploma	1.3
Age		Under Graduate	40
16 – 25 years	40	Post Graduate	40.7
26 – 35 years	57.3	Professionally Qualified	16.7
36 – 45 years	1.3	Occupational Grade	
Above 46	1.3	Lower Level	10.7
		Middle level	79.3
		Upper level	10

68% of the respondents were male and 32% were female respondents where 57.3% belong to the age group of 26-35. 40.7% of the respondents are post graduates and 79.3% of the respondents are working in mid-sector.

LIMITATIONS OF THE STUDY

The present study has the following limitations:

- The main objective of the study is to examine the impact of family-friendly benefits towards organizational commitment with reference to broadcast media. Hence this study does not focus on other sectors.

- There are many variables that impacts organizational commitment, but the study is confined only to a few selected variables.

FINDINGS

Family-Friendly Benefits Available Today for the Welfare of the Employees

Family policies play a major role in balancing work and life. (Clark, 2002; Grover & Crooker, 1995) says that the availability of *family friendly benefits* enhances employee-perceived control and it's a symbol of corporate concern regardless of whether an employee uses the policies. There are ample benefits available for the employees to enhance their life which in-turn enhances their commitment towards their organization.

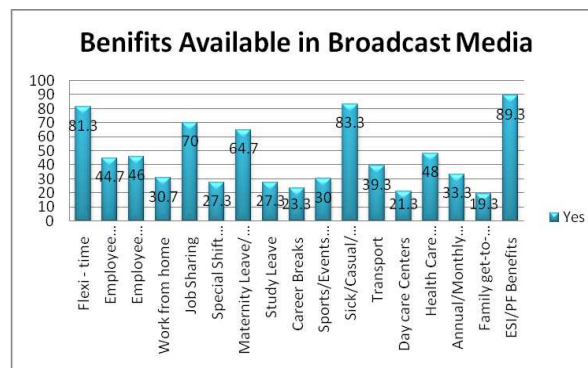


Chart 1

Chart 1 reveals that about 89.3% of the respondents say that ESI/PF benefits are available to the employees of broadcast media. Also 81.3% of the respondents say that Flexi-time is one of the major benefits opted by all and is a major advantage to them to be effectively productive to the organization.

Relationship between Family Friendly Benefits and Organizational Commitment

(Eaton 2003) links between work-family policy avail- ability, use, and commitment. Researchers suggest that the availability and use of these policies can help to sustain employees' beliefs that their long work hours and rigorous work efforts are appreciated and rewarded by employers (Gittelman, Horrigan, and Joyce 1998; Konrad and Mangel 2000; Osterman 2000).

H₀₁: There is no actual correlation between one spending the rest of career in the same organization and utilization of family benefits.

Table 2

Correlations		
		Utilization of Family Benefits
Rest Of Career	Pearson Correlation	-.216**
	Sig. (2-tailed)	0.008
	N	150

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table it is inferred that the hypothesis was supported. Utilization of family benefits correlates significantly with one spending the rest of career in the same organization $r = -.216$, $p < .001$. The study specifies that even

though broadcast media is hyper-active with responsibilities and deadlines one is happy to spend the rest of career in the organization which is actually enriched with the utilization of family-policies.

H₀₂: There is no actual correlation between one balancing work & family life and using the benefits rightly at right time.

Table 3

Correlations		
		Utilization of Benefits at Right Time
Balancing work & family life	Pearson Correlation	-.201*
	Sig. (2-tailed)	0.014
	N	150

*. Correlation is significant at the 0.05 level (2-tailed).

From the above table it is inferred that the hypothesis was supported. Utilization of family benefits rightly at the right time correlates significantly with one balancing work & family life. $r = -.201$, $p < .05$.

H₀₃: There is no significant association between one discussing about the organization with the people outside it and ones improvement of social status for being in the organization.

Table 4

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	49.140	16	.000

From the above table it is inferred that $p < 0.05$ There is no strong evidence to accept the null hypothesis. Therefore, there is a significant association between one discussing about the organization with the people outside it and ones improvement of social status for being in the organization.

Comparison of Television & FM Media

Though Television & FM are classified under broadcast media, both vary in their own way. They differ in size of organization, culture, working style etc. This study entails a small comparison between both media on impact of available family friendly policies.

Table 5

Group Statistics					
	Media	N	Mean	Std. Deviation	Std. Error Mean
appraisal	TV	75	2.91	1.068	.123
	FM	75	3.01	.979	.113

Table 6

Independent Samples Test										
		Levene's Test for Equality of Variances		T-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-Tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Appraisal	Equal variances assumed	1.402	.238	-.638	148	.525	-.107	.167	-.437	.224
	Equal variances not assumed			-.638	146.913	.525	-.107	.167	-.437	.224

From the above table it is inferred that FM media had an impact on their performance appraisal in using family-friendly policies than compared to Television media, $t(148)=0.68, p>0.05$, $M_s=3.01$ and 2.91 respectively.

Comparison of Men & Women in Organizational Commitment

It is generally noted that Male are more committed towards their work as they tend to complete things on time and helps to achieve great heights in the organization. This eventually increases their commitment towards the organization. This study cites the above phrase with the help of t-test analysis.

Table 7

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
emotionally	Male	102	2.82	1.057	.105
	Female	48	2.21	.922	.133

Table 8

Independent Samples Test										
		Levene's Test for Equality of Variances		T-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-Tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
emotionally	Equal variances assumed	.003	.956	3.460	148	.001	.615	.178	.264	.967
	Equal variances not assumed			3.635	104.549	.000	.615	.169	.280	.951

From the above table it is inferred that Men are more committed towards the organization with an emotional attachment than women, $t(148)=3.5, p<0.05$, $M_s=2.82$ and 2.21 respectively.

Measures to Improve Family-Friendly Procedures

Most organizations provide family-friendly benefits as a means to reduce work-to- family conflict and reduce psychological stress in their employees that results from the constant juggling of work and family responsibilities. Arrangements introduced voluntarily by firms which facilitate the combination of work and family or other responsibilities are the most expected benefits from the organization. Some of the measures by which organizations improve their family

friendly procedures are as follows.

- Increased number of flexible policies within the workplace would appear to reflect a family-friendly working environment, and an organizational commitment to accommodating employee needs.
- Leaders should be committed to a family-friendly work environment as they can inspire others in the organization to see the relevance of these policies and adopt them.
- Offering virtual-office programs to the employees as the alternative workplace programs combines nontraditional work practices and locations through telecommuting as a supplement to traditional office.
- Employees should be given power to decide how to balance work responsibilities and personal needs.
- New policies like on-site child care centers, one year unpaid family care leave, family vacation packages, family get-togethers to be introduced.
- The success of work-family programs depends on rethinking traditional notions of how work is structured so that organizational culture supports these policies.

Making smart investments in family-friendly work practices results in a win-win situation not only for individual employees but for the organization as well.

CONCLUSIONS

The study reveals that the employees of broadcast media are happy with their present organization where they are able to utilize their family benefits to balance work & life. As its known media employees face a challenging life of working un-time, attending calls 24x7, working fast to meet deadlines etc., with the help of family policies such as flexi-time, transport, job sharing & special shift arrangements would be of great help to them. This eventually increases their commitment towards their organization. About 46% of the respondents are emotionally attached with the organization also 37.3% of the respondents agree that they would like to spend their rest of career with the organization. This is possible not only because of job satisfaction or remuneration but because of the welfare measures provided by the employer to make them happy being with the organization. Thus, family friendly benefits eventually serve as a lending hand towards organizational commitment.

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